

Administrative - Internal Use Only

75-2761

5 DEC 1975

DDA 75-5806

MEMORANDUM FOR: Deputy Director for Operations

SUBJECT : Secretarial Survey

REFERENCE : Memo to D/Pers fr DDO dtd 17 Nov 75, same subject

1. I appreciate your transmittal of the comment by the DDO Secretarial/Clerical Advisory Group pertaining to the subject. Though I regard the issues as having been resolved by action of the Management Committee, I should be happy to discuss the matter with SCAG.

2. It is obvious that SCAG and the Office of Personnel have different perceptions of the same problem, or perhaps perceive differing problems. SCAG focuses on the problem of advancement for senior secretaries ('we are concerned with those professional secretaries . . . who are unable to advance') and dismisses the problem of under-utilization while reiterating that the problem is not 'one of getting secretaries out of their own field and into that of the professionals.'

3. The Office of Personnel perceives the problem as one of enhancing the job satisfaction and status of secretaries while maintaining, according to its legal responsibility, the necessary internal and external equities in compensation. Accordingly, it views the problem as affecting more than the small number of senior secretaries and as one that requires managerial focus on the job responsibilities and the effective utilization of secretaries. As the number of senior secretarial positions is small, providing advancement necessarily requires the creation of opportunities to move into other fields in which advancement is possible.

4. As the preoccupation of SCAG's comments is with advancement, I shall respond to their comments on that topic. Obviously, if one wishes to make an argument that the grade attached to a job should be higher, there are several grounds on which the case might be made: equity (comparison with other jobs of higher pay), scarcity (a skill in short supply and high demand), a skill requiring a heavy investment in training and education, a responsibility requiring a high level of judgment, decision-making, or an assignment involving an unusual amount of risk.

5. With respect to equity, the Office of Personnel asked each of the Career Services to designate any senior secretary position that seemed to merit upgrading and then surveyed each with the results that have been reported. SCAG disputes the basis for comparison

Administrative - Internal Use Only

Administrative - Internal Use Only

STAT

6. With respect to the other potential justifications, "cover and risk considerations" have not been found to justify supplementary compensation for secretaries overseas nor for any other Agency personnel overseas. "Scarcity" does not seem to describe the supply of secretaries in an era of rising costs for higher education and a slack market outside of government. "Cost of training" is not a major factor affecting the appropriate compensation level; certainly it does not compare with the costs of a graduate profession. "The levels of judgment, decision-making, and responsibility" were factors considered in the OP survey and did not contribute materially to the grades that would be appropriate for senior secretaries; of course, management could take steps that would alter this.

7. Though promotions may become slow and the top level in the occupation is not high, there remain good reasons to choose the secretarial career which does not require an expensive college education. Secretaries play an important role in the critical flow of information within the Agency. In return, they gain an average annual income which is higher than the average for all nonsupervisory workers in private industry, according to the Department of Labor. Along with this income, they should gain the satisfactions from making a major contribution to the vital work of the Agency.

8. There is one inaccuracy in SCAG's comments that I am sure you have noted. Contrary to discontinuing the "Agency pattern" for grading secretarial positions, the Management Committee voted on 11 September 1974 to continue the pattern system as a guide in determining pay levels. It was to be supplemented by a review of specific duties to see if there was a basis for higher grades. This has been done for the positions identified by the Career Services.

F. W. M. Janney  
Director of Personnel

## Distribution:

Orig & 1 - Adse  
1 - DDA  
1 - D/Pers  
2 - PS (1 w/h)

OP/P&amp;C/PS [ ] (3 Dec 75)

Administrative - Internal Use Only

## TRANSMITTAL SLIP

DATE

TO: Chief, Plans Staff

ROOM NO.

626

BUILDING

C of C

REMARKS:

Comeback Copy

FROM: D/Pers

ROOM NO.

BUILDING

EXTENS'

FORM NO. 241  
1 FEB 55REPLACES FORM 36-8  
WHICH MAY BE USED.